

## Twenty-Five Largest Private Sector Massachusetts Employers

<u>Employer</u>	<u>Headquarters</u>	<u>Product or Service</u>	<u>Massachusetts Employees</u>	<u>2000 Revenues (\$millions)</u>
President and Fellows of Harvard College	Boston	University	15,000	Privately Held
UMASS Memorial Hospitals	Worcester	Hospital	8,683	184
FMR Corp. (Fidelity Investments)	Boston	Investments	8,500	Privately Held
Fleet Boston	Boston	Banking	8,500	14,880
State Street Bank and Trust Company	Boston	Banking	7,619	3,615
The Brigham and Women's Hospital	Boston	Hospital	7,500	920
Boston Medical Center Corporation	Boston	Hospital	6,600	34
Raytheon Company	Lexington	Electronics / Defense	6,000	16,895
Putnam Investment	Boston	Investments	6,000	675
Liberty International Holdings (Liberty Mutual Insurance)	Boston	Insurance	5,750	4,690
Norton Company	Worcester	Abrasives	5,500	2,314
Stone & Webster Engineering / Construction	Boston	Construction	5,400	720
Caritas Christi Inc. / St. Elizabeth's Medical Center	Boston	Hospital	5,327	235
Beth Israel Deaconess Medical Center	Boston	Hospital	5,000	731
John Hancock Life Insurance Company / John Hancock Financial Services	Boston	Insurance	4,650	13,525
Quaker Fabrics	Fall River	Textiles	4,356	423
Bose Systems Corporation	Framingham	Electronics	4,000	1,553
The Children's Hospital Corporation	Boston	Hospital	3,832	486
The Massachusetts General Hospital	Boston	Hospital	3,647	1,013
New England Medical Center	Boston	Hospital	3,620	1,060
North Shore Medical Center	Lynn	Hospital	3,524	Not Reported
Lahey Clinic	Burlington	Hospital	3,500	700
NSTAR Electric & Gas Corporation	Boston	Utility	3,400	2,700
Modern Continental Construction Company	Boston	Construction	3,000	634
Dennison Manufacturing Company (Avery Dennison Corporation)	Framingham	Office Products	3,000	500

*Sources: - Rankings - "D & B Business Rankings, Boston Edition" 2002 Edition, Dun & Bradstreet. Pages E1-3. Courtesy of the Kirstein Business Branch of the Boston Public Library. Revenue - D & B Business Rankings "sales volume" as well as companies' annual reports "operating revenue." Actual employee numbers maybe higher due to various companies' subsidiaries below 1,800 employees not counted.*